February 12, 1958

NATIONAL CONFERENCE ON SOCIAL WELFARE

Executive Committee

Minutes
November 22 and 23, 1957, Columbus, Ohio

Present

Eveline M. Burns, President
Robert H. MacRae, Second Vice-President
Robert E. Bondy, Third Vice-President
Chester L. Bower, Secretary
Arch Mandel, Treasurer
Lyle W. Ashby
Phyllis Burns
Bill Child
Alton M. Childs
Lyman Ford
David G. French
Victor L. Howery
Clara Kaiser
Mrs. Victor Shaw
Howard E. Thomas
Anne Wilkens

Staff

Joe R. Hoffer, Executive Secretary
Downing E. Proctor, Asst. Executive Secretary
Ruth M. Williams, Asst. Executive Secretary
Eula B. Wyatt, Administrative Officer
Dorothy Hankins, Administrative Assistant
Irving L. Rimer, Public Relations Consultant

Eveline M. Burns, presiding

Mrs. Burns introduced Mr. MacRae, Mr. Bondy, Mr. Bower, Mr. Child Mr. French and Miss Kaiser, the new members of the Committee who were present.

She then brought to the attention of the Committee the very great loss which the Conference had suffered in the recent death of its First Vice-President, Frank L. Weil.

I. Approval - Agenda

The provisional agenda was approved in the form in which it had been circulated.

II. Approval - Minutes of the last meeting held in Philadelphia

Attention was called to a typographical error on page 6 (i.e. date of last membership dues increase was 1948) in the minutes of the May 19 and 24 meetings of the Executive Committee in Philadelphia. With this correction the minutes were approved.

III. Election - Treasurer for 1957-58

Mrs. Burns explained that the Conference Consitiution provides that the Treasurer is to be elected annually by the Executive Committee. Mr. Child nominated Mr. Mandel as Treasurer. This was seconded and approved unanimously by the Committee.

IV. Information - Report on Administrative Developments since 1957 Annual Forum

The Executive Secretary supplemented the written report which had been distributed as Attachment # 1 to the agenda by presenting the highlights of the tasks performed by the staff during each quarter of the year. He also called attention to the charts on display which illustrated various aspects of the NCSW program. In the ensuing discussion the following points received attention:

1. Philadelphia Annual Forum. Mr. Bondy suggested that the members should be made more aware, through articles in the Conference Bulletin and other means, of the problems in selecting a site for the Annual Forum, so that they would not be so quick to criticize the facilities.

2. Publications. It was suggested that the Conference should consider the possibility of publishing outstanding papers presented at State Conferences of social work, many of which are now lost to a wider audience. No decision was reached, but it was agreed that this question needed further consideration.

3 State Organization in Social Welfare. Mr. Ford reported that the reason nothing further had been done on the joint project of the NCSW, United Community Funds and Councils and the National Social Welfare Assembly to provide a national service to state organizations for social welfare was that there did not appear to be a great demand from the field for such service.

4. Pan American Congress of Social Service. Miss Williams presented a brief report on this Congress which she had attended in October. She said that a plan had been adopted for a permanent Pan American organization to sponsor future Pan American Congresses and described the dilemma which this presented for U. S. delegates, since they wished to appear cooperative in such a project, but they recognized that the American social work community already had a commitment to the International Conference of Social Work which it was not completely fulfulling. She feld that the Latin American countries might be overestimating the financial support which could be expected from the United States.

5. Membership Dues. Mrs. Wyatt reported that the increase in membership dues had been approved by a vote of approximately four to one and would, therefore, go into effect on January 1, 1958.

V. Consideration - Report of Program Committee

Mrs. Burns presented the report of the Program Committee on its plan to date for the Annual Forum program. The theme "Social Welfare - Accent on Prevention" met with an enthusiastic response from the Executive Committee.

The Executive Committee discussed at some length the proposed plan for concentrating all the meetings on Wednesday, May 14, on the broken family or family breakdown and expressed its approval of the idea. Various suggestions were put forward for carrying out the plan for a dramatic presentation at the General Session on the evening of May 14. Subcommittee D was asked to consider what funds, if any, could be made available in the 1958 budget for the special expenses of such a production.

Members of the Committee suggested a number of names for possible speakers at other General Sessions.

VI. Action - Selection of 1958 NCSW Award Winners

Mr. Thomas presented the recommendations of Subcommittee B concerning two award recipients. Mr. Howery moved that two Awards be presented in Chicago, and this was seconded and unanimously adopted. It was agreed that the names of the individuals should be kept confidential.

VII. Subcommittee Meetings

The Subcommittees met during luncheon to consider the specific items that had been referred to them.

VIII. Approval - Report of Subcommittee Chairmen

A. Subcommittee A - Phyllis Burns, Chairman

1. 1961 Annual Forum. Miss Burns reported that the Subcommittee felt it would be highly desirable to hold an Annual Forum in some part of the South if this could be arranged. Louisville was the Subcommittee's choice, and the staff was asked to investigate the possibility. If this were not feasible, the Subcommittee recommended Minneapolis, with St. Louis as an alternative. Mr. Ford moved that the staff look into the Louisville facilities and if, as feared, they were not adequate, proceed with arrangements for Minneapolis, with freedom to go to St. Louis if circumstances required. This was unanimously approved.

2. 1962 Annual Forum. Miss Burns said the Subcommittee's first choice for 1962 was New York City, preferably without using Manhattan Center. If suitable arrangements could not be made in New York, it recommended Atlantic City, Detroit, Philadelphia, and Cleveland, in that order. Mr. Howery moved acceptance of the Subcommittee's report, and this was unanimously passed.

3. 1963 Annual Forum. The Subcommittee preferred Los Angeles for 1963 if anticipated new facilities would be available by that date. San Francisco was its second choice. In the Committee discussion questions were raised about other West Coast possibilities, including Long Beach and the Pacific Northwest. Mr. Thomas moved that the staff investigate these and on the basis of the information secured, make a final selection. This was passed by the Committee.

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4. 1964 Annual Forum. Detroit if not used in 1962, was the Subcommittee's first choice for 1964, with Chicago the second. This was approved by the Committee. It was suggested that in the future full details on the various cities be made available to the entire Executive Committee (and not just the Subcommittee), since without such information, it was difficult for the full Committee to act on the Subcommittee's recommendations.

5. Exhibit Program. On the recommendation of the Subcommittee, the Executive Committee approved the following exhibit applicants: Creative Playthings, Inc. and Pocket Films - Rabar Manufacturing Company. It was agreed that the President and the Executive Secretary should be empowered to act on any exhibit applications received between now and the time of the Annual Forum.

6. Employment Service. The Executive Committee approved the plan for an evaluation of the employment service at the 1958 Annual Forum, the details to be worked out in conjunction with the National Social Welfare Assembly and the U. S. Employment Service. There was agreement that if it appeared to be desirable, the letter to job applicants and employers could go in the name of the Conference.

7. Common Elements in Business, Social and Public Administration. The Subcommittee had two meetings to discuss the proposal for meetings on common elements in business, social and pbulic administration, as well as other activities which might be of particular interest to business and industry. It was finally agreed that there should be a preliminary meeting to open up the subject at the Chicago Annual Forum under the auspices of the Committee on Personnel and Administration, hopefully with participants from the three fields. This would be followed by a study phase in one or more local communities in which local people from the three specialties would get together for study and discussion, looking toward another session at the 1959 or 1960 Annual Forum.

As a second project it was decided to have a special meeting in Chicago on financial problems of industrial employees. The meeting will be organized primarily for individuals responsible in industry for counseling workers.

B. Subcommittee B - Howard Thomas, Chairman

1. Public Relations. Mr. Thomas said the Subcommittee had discussed the question of what groups were the best "targets" for the Conference for both Annual Forum attendance and membership and agreed on the following: agency administrators; younger practitioners; local and state government officials; members of advisory boards of public agencies; civic, business and professional groups; talented professions; volunteers; those conncected with the Associate Groups (as members, affiliates, etc.). The Subcommittee also outlined the general approach to each of these groups.

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The Subcommittee felt that the focus of all NCSW promotion should be the area within a 300-mile radius of the site of the Annual Forum. It also recommended that the tone of promotional material should be such as to impress recipients with the idea that the Conference is a "quality" organization, with the implication that it represents an interest and responsibility beyond the call of duty.

It was agreed that no action was needed by the Executive Committee, but the staff and Public Relations Consultant were asked to study the Subcommittee's suggestions with a view to their implementation.

2. State Conference Papers. Mr. Thomas reported that the Subcommittee had not had time to take up the question about publication of state conference papers but suggested that the President should consider the possibility of appointing a committee to look into the matter in detail.

C. Subcommittee C - Victor Howery, Chairman

1. Associate Groups. Mr. Howery reported that the Subcommittee felt that letters should be sent to the three Associate Groups which were not paying the full Associate Group assessment (American Federation of International Institutes, National Legal Aid Association and National Publicity Council) setting a deadline (two or three years depending on the individual situation) beyond which it would not be possible to continue the status of the organization. This was unanimously approved.

2. Subscription Plan or Service Fee. Mr. Howery reminded the Committee that it had been agreed last year that the Conference should establish a subscription plan for public agencies and other groups that are prohibited by law from taking out a membership. The Subcommittee recommended two such plans, one at $60 a year and one at $110. Under the first plan the benefits would be:

1 copy of the Proceedings
1 Conference Bulletin subscription
1 copy of each of the three paper-covered volumes
The book discount service
10 Annual Forum registrations at the same fee as agency member delegates

The $110 plan would be the same except that it would include 20 registrations at the reduced fee. These proposals were accepted with the understanding that they should not be promoted in such a way as to interfere with membership promotion.

3. Student Memberships. Subcommittee C recommended the introduction of a special membership classification for full-time students of graduate

schools of social work. After some discussion a plan was adopted with annual dues of $1.00, which would entitle students to the same benefits as Associate Members, plus the book discount service.

4. One-Day Registrations. Mr. Howery said the Subcommittee had been asked to consider revision of the fees for one-day Annual Forum registrations because a question had been raised by the Chicago Sponsoring Committee about the amount of the fee, especially for laymen.

The Subcommittee, after careful consideration, felt it would be undesirable as a matter of principle to establish separate registration fees for volunteers and paid workers. It suggested that the Chicago group should be informed of how important registration fees are as a source of income to the Conference and the fact that large numbers of the one-day registrants are paid workers, and therefore, the Conference felt it could not reduce the fee. In addition, the Chicago Committee should be reminded that the Conference counted very heavily on the efforts of the Sponsoring Committee to stimulate attendance and membership, since it was no longer the policy to request any direct financial contribution from the host city. The Subcommittee recommended that the Local Committee be invited to make generous use of free tickets for special sessions (either General sessions or smaller meetings) as a means of stimulating attendance on the part of laymen from the Chicago area. This general policy was adopted by the Executive Committee, and the staff was asked to notify the Sponsoring Committee.

IX. Approval - Staff Personnel Committee Report

Mrs. Victor Shaw, Committee Chairman, presented the report. Recommendations on rewording of the statement in the Personnel Manual on benefits for permanent part-time employees, raising the allowance for meals for staff members while traveling on official business, provisions for military leave and incorporation of the staff organizational chart in the Manual were approved.

There was extended discussion by the Executive Committee of the provisions of the Manual concerning personal leave, leave for religious holidays and emergency leave. It was finally agreed that all employees should be entitled to three days of Personal Leave a year, which would include religious holidays. This Personel Leave is not to be taken in connection with a regular Conference holiday or to extend Annual Leave. Emergency Leave is to be determined by the Executive Secretary on an individual basis, depending on the circumstances. This was approved with one negative vote.

Attachment # 1 contains the new provisions of the Personnel Manual in line with these decisions of the Executive Committee.

X. Consideration - Future Emphasis and Program of the Annual Forum

Mrs. Burns introduced the item by reminding the group of the consideration which the Executive Committee had given to a number of questions during the last few years, including:

1. The effect of the increase in the number of social welfare conferences (national and regional) on the Annual Forum, and what the relationship of the Annual Forum is to them;

2. What the program emphasis of the Annual Forum should be;

3. Whether the Section structure should be revised, if the Annual Forum continues in its present pattern;

4. Whether the Annual Forum should be changed to a biennial;

5. What the place of the Associate Groups in the Annual Forum is;

6. What should be done about the special problems of certain Associate Groups in relation to the Combined Associate Group meetings.

The Committee agreed that it would be desirable to consider question (6) first and if possible reach a decision on it, as it was felt that this would relieve a little of the sense of pressure and would permit a more objective look at the other questions.

Miss Williams reported on the October 11th. meeting of the Associate Groups at which a number of persons felt that since some changes in the structure of the Annual Forum might be coming in the near future as a result of the study to be undertaken by the Conference, it would be desirable for the Associate Groups to do some experimenting with scheduling this year. Others had felt just the opposite. Because of this impasse, the group finally decided to continue with the old pattern (Combined Associate Group meetings on Tuesday and Thursday mornings during the Annual Forum), but asked that the Executive Committee be informed that the Associate Groups would be glad to consider some other plan on an experimental basis in 1958 or 1959 if asked to do so by the Executive Committee.

After considerable discussion of the special problems of certain national organizations, particularly the Child Welfare League of America and the National Association of Social Workers, the following resolution was unanimously adopted by the Committee:

"Since a broad review of the Annual Forum program and structure is pending, it would be desirable to have some experimentation in the arrangements for Tuesday and Thursday. The Associate Groups should therefore be informed that, in the view of the Executive Committee, such experimentation, which might involve holding some meetings under the sponsorship of individual organizations on Tuesday and Thursday morning (the time set aside for the Combined meetings) should not be regarded as a 'violation' of any rule, regulation or custom."

Mrs. Burns then raised the question of the composition of the study commission, which was authorized by the Executive Committee last May. It was agreed that the commission would consist of the 1957-58 Executive Committee, with a chairman to be appointed by the President after consultation with the officers. If the work of the commission goes on after May, 1958, the present Executive Committee members will continue to serve on it, and the commission will report to the new Executive Committee.. 1957-58 officers will serve as a steering committee for the commission.

The Committee devoted the rest of its discussion to general questions relating to the need for an Annual Forum and for an organization such as the NCSW and the purposes which it served, during which the following points were made:

1. In considering the purposes or objectives of the Annual Forum as outlined by the 1948 Study Committee, the Executive Committee felt that probably the first one should be stated as the major or primary purpose:

   "To provide a medium for the interchange of ideas and techniques between laymen and professional workers, sectarian and non-sectarian groups, racial groups, specialties within the field and public and voluntary agencies."

   It was suggested that the others listed in the Study Committee report (b through h) could be considered as benefits which flow therefrom.

2. The following features of the Annual Forum can be regarded as distinctive:

   a. It is not tied to an institution or agency.

   b. It is not tied to the profession. The professional worker, the untrained worker and the citizen leader each has a place.

   c. Everyone participates as an individual on an equal basis.

3. The neutrality of the NCSW is significant. While it prevents the taking of positions on issues, it makes possible the coming together and participation of persons from diverse backgrounds and varied interests, the common denominator being a concern for the betterment of human welfare.

4. For many people the inspirational value of the Annual Forum (the "raising of sights") is of primary importance.

5. The in-service training function of the Annual Forum is vital, especially in persuading agency executives and boards that staff members will benefit from attendance.

Although the original proposal had been to establish a commission on future emphasis and program of the Annual Forum, the Committee agreed that the questions that have been raised could not be answered adequately if any aspects of the NCSW were considered "out of bounds." The tentative charge to the Commission in Attachment #6 to the agenda would, therefore, need to be rewritten to reflect this point.

The President was asked to meet with the officers to:

1. Revise the charge for the commission:

2. Prepare a working document on objectives of the NCSW;

3. Outline the major questions for the commission, hopefully grouping them in such a way that they can be taken up by subcommittees;

4. Outline a plan of work for the commission, including the appointment of subcommittees to work between now and the meeting of the commission. It is anticipated that these subcommittees will be set up on a geographical basis so that the members can meet.

5. Determine what information will be needed to help the subcommittees and the commission to answer the questions, so that the staff can proceed with assembling data.

The following major questions were suggested for consideration by the commission:

1. The question of a biennial conference;

2. The nature of the Annual Forum program;

3. The structure of the Annual Forum;

4. The question of geographical rotation of the Annual Forum;

5. The needs of the field for forums and conferences.

6. The role of the Associate Groups in the Annual Forum;

7. The relationship of the NCSW with national functional agencies and with national generic or over-all organizations.

It was tentatively agreed that the commission would hold a three-day meeting in late March or early April, depending on how much progress could be made in the interim in organizing the study and preparing material for such a meeting.

XI. Approval - Report of Subcommittee D including Financial Report for 1957 and Budgets for 1958-59

Mr. Mandel, Chairman of Subcommittee D, presented the financial report for 1957, based on actual figures for six months and estimates for the last two quarters, which indicated that the Conference would end the year with a slight surplus. (See Attachment #2 for the financial report containing actual figures for the year.)

He then recommended adoption of the budget for 1958, including an expenditure of $1,000 for the dramatic presentation at the Wednesday evening General Session at the Chicago Annual Forum and $3,000 for travel for members of the study commission. This was unanimously approved. (The budget as approved appears in Attachment #2.)

Mr. Mandel said the Subcommittee had been asked to consider the possibility

of changing the number of reduced registration fees for various categories of agency memberships, but recommended that these remain as at present. This was approved by the Committee.

He pointed out that in order to have a 1959 budget to present to the National Budget Committee in March, 1958, it was necessary for the Executive Committee to adopt it at the present time. With the understanding that it would be revised in detail in November, 1958, the Executive Committee adopted the 1959 budget as recommended by Subcommittee D (see Attachment #2).

Mr. Mandel reminded the Committee that the National Budget Committee also asks each orgaization to present what it considers to be the budget necessary to do an "effective" job. Subcommittee D proposed that the Conference should not submit such a budget this year in view of the study of the future role of the organization which is being undertaken. The Executive Committee accepted this recommendation.

Miss Helen Morrill, who has audited the Conference accounts for the past several years, was named the accountant for 1957, with the understanding that her report would be reviewed and signed by a C. P. A.

Mr. Mandel said that certain members had already paid their 1958 dues at the old rate scale, although they did not come due until January 1. It was agreed that these should be accepted.

XII. Other business

There was no other business.

XIII. Time and place of next meeting

It was agreed that if the study commission meets in March or April, a meeting of the Executive Committee would be held at the same time. If this does not materialize, the spring meeting will be just the officers, with the next meeting of the Executive Committee in Chicago on May 10.

Chester L. Bower
Secretary

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Attachment #1
Executive Committee Minutes
February 12, 1958

Changes in Personnel Manual Approved by the Executive Committee

The Executive Committee heard the report of the Committee on Staff Personnel and approved the following changes in the Personnel Manual.

1. Rewording of benefits for permanent-part-time employees from "17 full working days" to "17 full days worked" to avoid misinterpretation of this phrase.

2. Deletion of "Emergency Leave", substituting "Personal Leave"- granted to all employees in the amount of 3 days in addition to Annual Leave. "Emergency Leave" is to be granted at the discretion of the Executive Secretary when true emergencies arise.

3. Raising the staff allowance per diem for food while in the Annual Forum City from $5.00 to $7.00 and while on official business outside the city of his regular assignment.

4. Provisions for Military Leave to be reworded to include National Guard Duty.

5. Incorporation of staff organizational chart in the Personnel Manual.

Attachment # 2
Executive Committee Minutes
March 10, 1958

Executive Committee - Memorandum No. 109

FINANCIAL REPORT FOR 1957 AND BUDGETS FOR 1958 - 59

The financial information for 1957 - 59 prepared for the National Budget Committee is attached. This report incorporates the Executive Committee's official actions and recommendations which have been reported in the minutes. The financial report for 1957 has been audited and a copy of the audit has been filed with the Treasurer and the National Budget Committee.

In general, the "actual" figures approximate estimates presented at the November meeting of the Executive Committee.

The renewals of 1958 January members as of February 28 are approximately 5% below the 1957 figures. This, of course, is well under our estimate of a 10% - 20% loss which we anticipated.

In brief, for all categories - renewals only:

	1957		1958	
	No.	Dollars	No.	Dollars
Individuals	1861	$12,930	1738	$16,665
Organizations	592	14,367	610	17,012
Total	2453	$27,297	2348	$33,677

Budget wise, the above figures for 1958 represent about 40% of our estimated income for this year. This compares favorably with 1957. We have 3877 delinquents as of March 1, or 393 more than in 1957. We have a long way to go, but the experience to date is encouraging.

Minutes

Attachment #3

May 10, 1958

NATIONAL CONFERENCE ON SOCIAL WELFARE

Report on Steering Committee - Study Commission on Future Role of NCSW

At the November meeting of the Executive Committee, it was agreed that the Commission would consist of the 1957-58 Executive Committee. The Commission will report to the official Executive Committee. 1957-58 Officers and a chairman will serve as the Steering Committee for the Commission. The President was asked to meet with the Officers to revise the charge to the Commission and to select a chairman.

The following major questions were suggested for consideration by the Commission:

1. The question of a biennial forum;

2. The nature of the Annual Forum program;

3. The structure of the Annual Forum;

4. The question of geographical rotation of the Annual Forum;

5. The needs of the field for forums and conferences;

6. The role of Associate Groups in the Annual Forum;

7. The relationship of NCSW with national functional agencies and with national generic overall organizations.

It was tentatively agreed that the Commission would hold its 3-day meeting in late March or early April, depending on how much progress could be made in the interim in organizing the study and preparing material for such a meeting.

The Executive Committee authorized an expenditure of $3,000. out of Conference funds during the year 1958. It set a period of 18 months to two years for the Study Commission to carry out its work. During this time the regular staff of the Conference will provide staff services to the Study Commission within the limits set by the needs of the regular program of the Conference. Such additional services as are needed will be obtained through the use of consultants and temporary staff members.

After consultation with the Officers, David French was appointed chairman of the Study Commission. On December 6 the Steering Committee held an all-day

meeting in Chicago to discuss the charge to the Commission and its method of operation. Certain pre-suppositions about the nature and purposes of the National Conference were specified by the Steering Committee as providing the framework within which problems should be examined. These include:

a. Acceptance of the present membership base of the Conference, which provides for individual and organizational members and includes lay leaders and profesionally trained and untrained workers in the welfare field.

b. Acceptance of the continuing value of the Conference as democratically controlled forum with the primary function of furthering exchange of thinking and dissemination of information on developments in the welfare field.

c. Acceptance of a broad definition of social welfare which is able to include new programs and techniques for achieving social welfare objectives as they emerge.

Within the framework provided by these presuppositions there is opportunity for wide variation in methods, policies, and structure for carrying out the functions of the Conference. Selection among alternatives that have been proposed and that will be developed during the course of the study is the major task of the Study Commission.

Following are the major questions or problems which were identified as needing study. These problems have been grouped under seven problem areas for purposes of presentation. No attempt has been made to put them in order of priority or to indicate their interrelationships.

Problem Area I. Effects of the Changing Character of Social Welfare Services in America on the National Conference.

a. The scope of social welfare services has increased steadily since the founding of the National Conference. What limits must be set on the range of subject matter to be included in the annual forum, and what are the criteria for setting these limits?

b. Specialization continues to develop space in social welfare, as in other fields. What problems does this pose in planning a national forum which is inclusive of the social welfare field and what needs does it present for maintaining links between specialties?

c. The provision of welfare services has devolved increasingly on full-time paid staff members. How are the respective interests and responsibilities, as well as the unique contributions, of lay leaders and professional workers to be provided for in the direction and the program of the Conference?

d. There is a wide range in the amount and type of professional preparation represented among career people in the social welfare field. What implications has this for the National Conference as it seeks to meet the needs of groups which are at quite different stages of professionalization?

e. The national organizations that have evolved in response to new welfare services and new methods of practice impose an increasing demand for time, interest, and financial support on persons in the social welfare field. In what ways can the program of the National Conference be structured so as to keep to a minimum the investment of time and resources required to support the increasingly elaborate structure of national social welfare organizations?

Problem Area 2. Motivation for Individual and Organizational Participation in the National Conference.

a. The long-term strength of an organization depends on the extent to which it serves needs which are felt by its members as important and vital. What are the needs which underlie the participation of present individual and organizational members of the Conference? What are the unmet needs of persons or groups who do not participate in the Conference which might be met through a modification of the Conference program?

b. The ability of an organization to command the loyalty and support of its members is affected, among other things, by the recognition and prestige associated with participation in the organization. What modifications in program and in membership promotion would enable the Conference to strengthen the adherence of its present members and to attract new members?

c. Geographic location is one of the major factors affecting participation in the Conference. What devices, such as regional meetings, selection of sites for the annual forum, and provision for multiple functions to be served at the time of the annual forum, would enable the National Conference to serve a larger proportion of persons in the social welfare field?

d. One source of clues to improved methods of membership promotion is an analysis of the characteristics of members and non-members as they relate to Conference support. What target groups for membership expansion would be indicated by an analysis of characteristics of individual members? What target groups would be indicated by an analysis of characteristics of organizational affiliates?

e. A factor affecting continuation of membership in an organization is the receipt of tangible services in return for financial support. What value do individual and organizational members place upon present and potential services of the Conference, such as the employment service at the annual forum and the publications of the Conference?

Problem Area 3. Program Content and its Organization at the Annual Forum.

a. A frequent suggestion for meeting some of the problems confronting the National Conference has been to hold a national forum biennially, instead of annually, and to hold regional meetings in the other years. What would a balance sheet of potential advantages and disadvantages of a biennial pattern of national and regional meetings show?

b. Several expressions of dissatisfaction with the present method of allocating meeting time and responsibility for program planning at the annual forum have been heard in recent years. What modification in program structure and planning would meet such criticisms as: too much time is given to general papers, and not enough to technical papers; too many conflicts occur between meetings intended to attract the same groups of people; absence of adequate time for annual organizational meetings at the time of the annual forum leads to the scheduling of such meetings at other times and places, with consequent withdrawal from participation in the annual forum?

c. The criteria for selecting subjects for the general sessions of the annual forum have been questioned in recent years. What modifications in type of content for the general sessions would better serve the basic purposes of the National Conference?

d. One of the major objectives of the annual forum has been to focus the attention of the general public on developments in the social welfare field. What modifications are needed to improve the public information function of the Conference?

e. Question has been raised as to whether the methods of conducting meetings and presenting material at the annual forum are as effective as they could be. What is the feasibility of improving presentations through such devices as: wider use of discussion panels; use of graphic aids; subdivision of large meetings into small groups for a discussion period?

Problem Area 4. Activities of the National Conference Beyond the Annual Forum.

a. For several years the National Conference has provided a secretariat to the Association of State Conferences of Social Work. What are the possible patterns for strengthening the relationship between state conferences of social work and the National Conference, and what advantages and disadvantages are connected with them?

b. The National Conference is linked closely with the International Conference of Social Work, sharing both staff and office facilities with the International Conference. Among the questions raised about the present

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arrangement are: can the present amount of staff time and administrative service provided the International Conference be continued with the present level of reimbursement from the International Conference? Is there sufficient duplication of membership between the National Conference and the International Conference that an integrated system of dues collection and other administrative services is desirable?

c. The National Conference publishes an annual volume of Proceedings, two or three volumes of papers in special areas each year, and a quarterly Bulletin. The publications program of the Conference has been expanded in recent years. What would be the effect on the publications program of the proposed changes in the program and structure of the Annual Forum?

Problem Area 5. The Relationship of the National Conference to Other National Organizations.

a. There are approximately sixty national organizations which are affiliated with the National Conference as Associate Groups. Several of these are requesting more time for handling organizational matters and discussing specialized topics during the week of the annual forum. What ways of accommodating the needs of the Associate Groups while preserving the integrative character of the annual forum are possible?

b. The number of forums sponsored by national organizations for their own constituencies has increased steadily. What are the possible ways of minimizing the competing demands of the National Conference and specialized groups for the time and attention of individuals in the social welfare field? How would the proposal for biennial regional and national forums meet this problem?

Problem Area 6. The Structure for Governing the National Conference.

a. Because the Conference is made up of both individual and organizational members, provision for representation of both individuals and organizations in Annual Forum planning is necessary. What are the possible ways of dividing the program time of the Conference? What would be the advantages and disadvantages of scheduling Associate Group Meetings for the whole week of the annual forum one year, and the next year allocating the whole week to Conference-planned meetings?

b. Program planning committees have not found a satisfactory way of stimulating the submission of a large number of papers from which selection can be made on a competitive basis. What policies and procedures might be developed to overcome present problems which arise out of the time schedule for program planning, out of the effort to relate papers to preselected themes or issues, and out of the tendency to select well-known contributors rather than newcomers about whom little is known?

Problem Area 7. The Financial Base for the National Conference.

a. Various proposals put forward for modifying the Annual Forum, such as going on to a biennial basis, carry with them financial implications which must be weighed in arriving at any decision. What problems of financing are associated with various program proposals, and what are the prospects for successfully dealing with these problems?

b. Certain locations of the annual forum, such as Atlantic City, consistently draw a larger attendance than do other locations. What are the financial implications of the present pattern of going to different parts of the country, and what balance is required between high attendance sites and sites which are selected because of public relations or other considerations?

c. What would be the costs of operating regional meetings every other year, what revenues might be anticipated from such meetings, and what long-run effects on the financial condition of the Conference might be anticipated?

d. Is the present heavy dependence on individual membership dues, as contrasted with organizational memberships, necessary and desirable? What existing and potential revenues are available besides individual and organizational membership dues, and what are the prospects for continuing and increasing them?

A review of these problems and their implications revealed that the available resources and the time factor would not be adequate to have the materials ready which would make it possible for the full Commission to have a productive session in March or April as originally envisaged.

After informal consultation with members of the Steering Committee, the chairman, with the aid of the staff, prepared a prospectus which could be used as the plan for study and a request for a foundation grant. The proposed procedure in the original prospectus was a self-study utilizing the Conference staff, task forces and outside consultants operating under the direction of the Commission. In evaluating the original prospectus, the use of the Conference staff and volunteer part-time task forces composed of study commission members and selected experts were rejected as lacking adequate objectivity, sufficient independent judgment and broad prospective. Furthermore, it was recognized that these groups may have vested interests and loyalties which would hamper proper consideration. It is believed that these criteria can be met best by employing an outstanding and recognized outside study director familiar with the national social welfare structure. It was proposed that the study director should function independently and should have the right to publish his report if in his judgment the objectivity of the study requires such action.

The major charge to the study director would include:

1. A review of the changing character of social welfare services in America;

2. A review of the national social welfare structure with reference to the role and functions of the National Conference;

3. Collection, exploration and documentation of the problems outlined above;

4. Compilation and analysis of data bearing on points of strain and unmet needs in the present program and structure of the Conference.

As one means of assiting the Study Commission to obtain a broad prospective on the National Conference and its problems, Dr. David Sills, Acting Director of the Bureau of Applied Social Research, Columbia University, was commissioned to prepare a conceptual framework for the study of the National Conference. This framework is expected to assist the Study Director and Commission by analyzing the basic functions performed by the Conference and the organizational structure and policy needed to perform them.

Informal discussions were held with Arthur Greenleigh, Management Consultant in Social Welfare and it is understood that he would be appointed Study Director if foundation funds were secured.

In January, the prospectus with a request for $50,000. was presented to the Lilly Foundation of Indianapolis. After a preliminary conference with the Executive Director of the Foundation and his consultant, it was agreed that our proposal had sufficient merit to present formally to the Board of Directors of the Foundation. Unfortunately, the Board rejected our application, but expressed the hope that we could secure financing by another foundation.

Conferences and negotiations have been undertaken with four other foundations and there appears to be a reasonable hope that funds may be secured providing the study plan includes adequate provisions to insure objectivity

The Executive Secretary, with the approval of the Chairman, assumed responsibility to draft four staff working papers for use by the Commission and/or a Study Director. These papers were:

No. 1 Scope and Character of the NCSW;

No. 2 What Should be the Program of the Annual Forum?;

No. 3 Annual vs. Biennial Forum;

No. 4 What ICSW Means to the NCSW.

The papers have been sent to the Commission Members and are not being distributed with these minutes.

The Steering Committee with Mr. Sills and Mr. Greenleigh present as consultants held a two-day meeting in Chicago on April 18 - 19. Its agenda for the meeting included:

a. To review the developments to date;

b. to review a proposed Diagnostic Framework for the study of the Conference; and

c. to formulate a plan for the Study.

The major decisions reached by the Steering Committee included:

1. Reaffirmed the original assumptions and the seven problem areas.

2. Authorized a revision of the prospectus to include the methodology of the Study and a detailed budget providing for an outside study director.

3. Authorized approaching foundations for funds between May first and October first.

4. Recommended that the Executive Committee take action on immediate problems facing the Conference with available data and not wait until the completion of the intensive study which is estimated to take approximately two years beginning October 1, 1958

5. Recommended that the Chairman make a full report to the Commission on May 10 in Chicago.

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Minutes
Attachment #4
May 10, 1958

NATIONAL CONFERENCE ON SOCIAL WELFARE

Preliminary Memorandum on the Proposed Study of the Future Program and Structure of the National Conference on Social Welfare

In accordance with the thinking of the Steering Committee, a broadly oriented, thorough, systematic and objective study should be made by independent outside consultants of the seven "problem areas" outlined in the report of the Steering Committee (See Attachment #3 of Executive Committee agenda). The study should go beyond the development of factual information and the preparation of alternative proposals for use of the Study Commission in its task of recommending constructive solutions for strengthening the National Conference and making it more effective as the national forum for the social welfare field. The National Conference through the study, should also give leadership to a broad review of forum activities in the social welfare field and to the formulation of proposals for their improvement.

The following is the general plan of the study (the development and refinement of methodology will be done as the initial stage of the study):

1. A survey of the membership of the NCSW

The basic data for this survey would be obtained by means of a mail questionnaire, sent out in three mailings, starting January, 1959. The topics to be emcompassed include basic biographical and occupational experience, membership and participation in professional associations, attendance at Annual Forums, utilization of ideas and materials obtained at Annual Forums of the NCSW, on the job and professional needs, evaluation of the organizational structure of the social welfare field, etc. On the basis of preliminary findings of this survey, intensive interviews would be held with perhaps 100 members at the time of the 1959 Annual Forum in order to inquire further into critical areas. Finally, in order to compare the membership at large with registrants at the Annual Forum, a simple self-administered questionnaire would be distributed on that occasion.

2. A survey of the potential membership of the NCSW

Subject to further explorations, it is proposed that the membership of the various state conferences on social welfare be studied by means of a mail questionnaire. The instrument used would be a special version of the NCSW questionnaire adapted in such a way as to make it appropriate for non-members of the NCSW as well as for members.

3. A content analysis of press and journal coverage of the Annual Forum

Since the public and professional image of the NCSW is to some extent formed by what materials appear in print about the Annual Forum, it is proposed to collect all such materials - whether in the daily press or in professional journals - relating to the 1959 Annual Forum and subject them to a systematic content and thematic analysis.

4. An analysis of the changing character of social welfare needs and services in the United States

It is preposed to develop background information necessary to the entire study by identifying and listing the past developments, changes and trends in the social welfare field, by making an organized analysis of the structure of social

welfare services in the United States and by carrying these a step further into a projection of future needs, trends, services and structure of the field. Such projection is necessary for at least the next decade as background information for the study and to provide a sound basis for projecting National Conference needs and problems and the direction in which future Conference programs, structure, emphases and relationships should be shaped.

Some of the data would relate to technological, scientific and economic developments affecting human future welfare, the trends in social security program and other governmental and voluntary agency efforts for reducing economic insecurity, protecting the nation's health, advancing education, and rehabilitating the handicapped.

Some of the information would be gathered from current available literature from organized groups which are studying the problem, including National Social Welfare Assembly and American Public Welfare Association, but some, however, would have to be developed from original sources, including direct inquiry of governmental organizations and appropriate voluntary agencies.

5. A survey of Associate Group members

It is proposed to have carefully structured interviews with the leadership of those 25 or 30 Associate Group members which might be considered to be the most significant for purposes of the study.

It is proposed to invite representatives of all of the Associate Groups to a special meeting to obtain their views and to enlist their assistance in planning this part of the study.

Either a prepared outline or questionnaire could be used to secure necessary information from all Associate Group members. These would be structured along the lines suggested in the diagnostic framework developed by the Bureau of Applied Social Research.

The purpose would be to obtain a systematic analysis of the functions served by the National Conference in relation to the Associate Group members and the motivations underlying their participation.

Included in the information to be developed would be the following:

a. relevant characteristics of each Associate Group;

b. how the Associate Group sees itself in relation to the social welfare field, its direction, aspirations and trends for the next five or ten years;

c. how the Associate Group sees itself in relation to the National Conference on Social Welfare as to:

needs which underlie its participation, or the functions of the Annual Forum in relation to the Associate Group;

extent to which those needs are being met;

tangible services needed and received;

potential effect on the Associate Group of various proposed changes in Annual Forum periodocity, format, emphases, geographic location, etc.

d. recommendations by the Associate Group for more adequately meeting its needs by the National Conference, including modifications in the Annual Forum structure, program content and emphasis, target groups for additional membership, annual or biennial meetings, tangible services, geographic location, greater participation in program planning, methods of conducting meetings, allotment of time, etc.;

e. whether regional conferences under NCSW auspices would have any value for the Associate Group and extent to which it would participate;

f. whether the Associate Group now participates in state conferences and in the ICSW;

g. whether the Associate Group participates in other national or regional forums in the social welfare field.

With the changes in content, emphases and structure in social welfare in the past decade, it may well be that there is today only nominal or no affiliation with and participation in the National Conference who should carry much closer identification with it. Conversely, it may also be that some Associate Groups which have had the most significant roles in the National Conference in the past should not necessarily continue these roles. Accordingly it is proposed to obtain similar data by questionnaire and direct interview methods from a limited number of Associate Groups with nominal affiliation, and from a similar number of national health and welfare groups not now affiliated.

6. <u>A survey of national forums and regional conferences of other organizations in the social welfare field</u>

This aspect of the study is designed to provide a systematic, comprehensive profile of national forums and regional conferences in the social welfare field. Included would be:

a. compiling data on what forum activities are now being carried on in the field. This would include such items as organizations conducting the forum, the nature of the meetings, the number and kinds of participants,etc., (Some of this data may be available in resource information on file at the National Conference or the National Social Welfare Assembly);

b. obtaining empirical data to make possible on assessment of the purposes served by the forums, for the sponsoring organization, for the individual and for the field of social welfare;

c. securing information, to the extent possible, on approximate costs involved in each of the forums now being carried on;

d. evaluating the extent to which the various forums serve separate and independent functions, and to what extent they compete for time, attention and funds from the same or similar groups.

Since forum functions play vital roles in the programs of a number of national agencies now related to the National Conference, it is proposed to involve them in planning and carrying out this aspect of the study. Their participation is essential as agencies whose forum functions are to be studied, and as parties of interest in the entire study. Their intimate knowledge of the problem is

required and should the proposals emanating from this aspect of the study call for modifications of present forum policies, arrangements and scheduled beyond the internal structure of the National Conference, their active concurrence is a sine qua non to implementation.

Among the organizations which should be involved in this aspect of the study are the following:

American Correctional Association
American Public Welfare Association
Child Welfare League of America
Church Conference of Social Work
Council on Social Work Education
Family Service Association of America
National Association of Social Workers
National Recreation Association
National Probation and Parole Association
National Social Welfare Assembly
United Community Funds and Councils of America

7. An evaluative study of sponsorship, structure, program content, procedure and techniques of the sessions of the Annual Forum of the NCSW

A great deal of excellent background material has been developed in the working papers of the staff of the National Conference. Additional data should be provided through material gathered from individuals (included in item 1), from organizations (included in item 5) and from other appropriate sources.

The material would require thorough analysis and the formulation of a set of alternative recommendations on structure for governing the conference, program content and emphases, classification of subject matter, involvement of individuals and Associate Groups in the program planning process, selection of papers and speakers, etc.

8. An evaluative study of activities of the National Conference beyond the Annual Forum

a. Relationships with state conferences

It is proposed to make an appraisal of the role of state conferences, their characteristics, and the relationship of the National Conference to them. The resource material in the files of the National Conference would be fully utilized in this aspect of the study, but should be supplemented by direct interviews with a few state conference executives to assertain the trends in state conferences and the potential effect of regional conferences of the NCSW on the state conferences, etc. Out of this, alternative recommendations would be made to the study commission for strengthening state conferences and for improving the relationship between the state conferences and the NCSW.

b. Relationships with the International Conference of Social Work

A special committee of the National Conference has been considering this problem and has formulated a set of recommendations. These recommendations

suggest that certain key problems in the relationship, namely possible limitation on expansion potential of the National Conference due to commitment of portions of staff time to the International Conference and priorities in allocation of staff time between the National and the International Conference - be referred to this special study. It is appropriate that these questions be included in this study because they are integrally related to a number of other problems in this study proposal.

c. Publications program

Whatever alternatives are recommended for changes in the program and structure of the Annual Forum as a result of the entire study, will have an effect on the publications program of the Conference. It is proposed that the potential effects be evaluated in relation to the various alternative proposals which are developed.

9. An evaluative study of the financial base of the National Conference

Much of the data relating to this problem is already available in the staff working papers which have been developed. It is proposed that the assumptions upon which the financial estimates in the staff working papers are predicated be critically examined and that additional information bearing on this problem should be sought in the proposed interviews with the various affiliated and non-affiliated organizations. Alternative recommendations may then be made to the study commission based on all these sources of information.

Responsibility for study

The overall responsibility for planning and directing the study will be carried by Arthur Greenleigh of Greenleigh Associates. It has been agreed between Mr. Greenleigh and Dr. Sills of the Bureau of Social Research that the Bureau will have responsibility for developing the information called for in the first three tasks outlined, and Greenleigh Associates for the other six tasks.

Note: It should be called to the attention of the study commission that insights gained from an intensive and continuous study of the problems may produce additional elements for the study which might not be anticipated in a study outline.

Proposed Time Table for the Study

October, 1958 — All source materials will be intensively reviewed.

April, 1959 — The questionnaires for use in tasks 1 and 2 will be developed printed, mailed and an interim report will be prepared.

The report on present and future trends and potential developments in social welfare and their implications for the National Conference will be developed as per task 4.

Meetings will be held with representatives of Associate Group members for planning and orientation in relation to task 5. Questionnaires will be designed and used with all Associate Group members and with other designated organizations, supplementary interviews will be held and an interim report on that item will be prepared.

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Meetings with other national organizations to obtain information for the profile on forums will be held and a preliminary profile will be developed.

During all this period there will be consultation as needed with the staff of the National Conference, with the Chairman of the Study Commission, with the Steering Committee and with the Study Commission.

May, 1959	An interim, partial report will be presented to the study commission at the Annual Forum.
	Intensive interviews will be held as per tasks 1 and 2 with members attending the Annual Forum; and the self-administered questionnaire will be distributed to Annual Forum participants.
June - December, 1959	Data obtained from individuals by Bureau will be analyzed and report prepared.
	Further research and interviews if needed will be held with national organizations by Study Director.
	All available data on all problem areas will be analyzed and alternative recommendations on each will be prepared.
January, 1960	Alternative recommendation on all problem areas will be presented to the Study Commission (including final report of the Bureau) and Study Commission will determine its preferences.
January - March, 1960	Meetings will be held with representatives of national organizations to interpret the proposals and to get their reactions which will be relayed to the Study Commission.
April, 1960	A final report will be drafted and presented to the Study Commission.

Estimated Budget

1. Greenleigh Associates		
Salaries		
Study Director (6 mos. full time, 12 mos. part time)	$20,000	
Specialized Consultant services	18,000	
Secretarial and office services	4,000	
Administration		
Staff travel and per diem	3,000	
Office expenses	1,000	
		$48,000
2. Study Commission and Steering Committee		
Expenses for meetings and travel		
Study Commission - 3 meetings	6,500	
Steering Commission - 3 meetings	2,100	
Staff and Commission Chairman	1,500	
Publication of Final Report	2,500	
		12,600
3. Bureau of Applied Social Research		
Salaries		
Project Director, 15 months @ $8,000	10,000	
Research assistant, 9 months @ $6,000	4,500	
Secretarial services	2,000	
	$16,500	
Administration		
Printing 10,000 questionnaires	1,000	
Mailing costs		
1st mailing -- 10,000 @ 10¢	1,000	
2nd mailing -- 5,000 @ 10¢	500	
3rd mailing -- 2,000 @ 10¢	200	
Editing and coding 4,000 questionnaires	2,000	
Staff travel and per diem	2,000	
IBM tabulating	1,500	
Supplies and services	800	
Communications and shipping	500	
	9,500	
Sub-total	26,000	
Indirect costs, 20% of above	5,200	
Total		31,200
GRAND TOTAL		$91,800

Agenda
Attachment #1
April 25, 1958

NATIONAL CONFERENCE ON SOCIAL WELFARE

EXECUTIVE COMMITTEE - MEMORANDUM NO. 111

Minutes of Officers' Meeting
April 17, 1958 - Chicago, Ill.

Present:

Eveline M. Burns, President
Robert H. MacRae, Second Vice-President
Robert E. Bondy, Third Vice-President
Arch Mandel, Treasurer
Chester L. Bower, Secretary
Joe R. Hoffer, Executive Secretary

Eveline M. Burns, presiding

I. Approval - Agenda

The provisional agenda was approved in the form in which it had been circulated.

II. Report on Administrative Developments since the 1957 November Meeting of the Executive Committee

1. Hotel Reservations as of April 16

The Executive Secretary reported that the Convention Bureau figures on sleeping rooms reservations were 30% below 1952 (Chicago Annual Forum registration - 7100) and approximately 20% below 1957 (Philadelphia Annual Forum registration - 6510).

If housing reservations were an accurate index our registration in Chicago would be about 5,000 or considerably below our budgeted figure of 6,500. However, the pattern of each Annual Forum is different and therefore comparisons have only limited value.

A comparative analysis of the 1957 and 1958 figures 1/ state by state is more encouraging and reveals that in 44 states, the reservations for 1958 are only approximately 5% lower than last year. In the remaining four states, which are adjacent to Chicago, i.e. Illinois, Wisconsin, Indiana and Michigan, the housing figures are inconclusive.

These figures must be reviewed with these factors in mind:

1/ State figures for 1952 are not available.

a. The Convention Bureau housing figures include only reservations made in the Conference official hotels, i. e. Morrison, Sherman and Hamilton. There are many hotels in close proximity to our headquarters.

b. Transportation facilities from these four states are excellent and it can be assumed that there will be a considerable number of individuals who will commute daily or come in for one or two days.

c. Individuals residing in these states presumably have their own favorite hotels and will therefore make their reservations directly with these hotels. In these cases the Convention Bureau will not have a record. In 1952, there was little choice of hotels near our headquarters.

After some consideration of the implications of these figures, the Officers asked Robert MacRae to send personal telegrams to welfare council executives in the four states adjacent to Chicago.

2. 1963 - West Coast

The Executive Secretary reported on his visit to Los Angeles to review the possibility of the 1963 Annual Forum being held in this city. The major problem has been the lack of a centrally located convention hall with facilities adequate for our general sessions and exhibits. This problem still exists, but the Biltmore Hotel is adding 10,000 feet to their exhibit space. Therefore, if the Conference is willing to make some adjustments on its present Annual Forum structure, it might be possible to hold the Annual Forum in Los Angeles. These adjustments would include:

a. Using two hotels (Statler and Biltmore) to house our exhibits;

b. Holding two or three morning meetings instead of one general session (Monday and Wednesday).

c. Holding the evening general sessions at the Masonic Temple (2.8 miles from the Statler Hotel).

The Officers suggested that consideration of this matter be postponed until the completion of the proposed study.

III. Election - Members-at-Large of Program Committee

Ida Merriam (Neota Larson, alternate) and Nelson Jackson (Seaton Manning, alternate) were elected to replace Arthur Kruse and John Tramburg, whose terms expire at the conclusion of the 1958 Annual Forum.

IV. Informal Discussion with Chairmen of Subcommittee - Chicago Sponsoring Committee

A luncheon discussion was held to provide an opportunity for an informal exchange between the Officers and the Chicago Sponsoring Committee with a view of integrating the activities of the Committee into the overall plans for the Annual Forum.

The President presented the general program plans at a Press Conference held prior to the luncheon. Mrs. Robert Foote, Chairman of the Chicago Sponsoring Committee, reported on the plans of her Committee.

The problem of raising funds for refreshments for the Conference Sunday Afternoon Reception and/or the cost and nature of the refreshments on a "dutch treat" basis were discussed.

It was agreed that no refreshments would be served or made available at the Reception on Sunday, May 11.

V. Auspices for Local Sponsoring Committees

Our present practice in approaching Welfare Councils or Federations to provide the auspices for our local sponsoring committees was reviewed in light of the interest being shown by state conferences, NASW chapters and state public welfare departments in having a more active role and closer relationship with the Annual Forum.

The Officers suggested that it was essential to have as broad a representation of social welfare interests in the community as possible. Furthermore, the Sponsoring Committee should have sufficient manpower and resources to fulfill the responsibilities assigned to it.

VI. Treasurer's Report - First Quarter, 1958

The Treasurer reported that a first quarter report is not usually helpful in forecasting our financial status but it may give us some indication of membership trends.

"In general, the picture is bright although there are a few spotty items. The total income of $52,385. is $4,000. higher than in 1957 and represents 33.4% of our budget of $157,246. In the past five years (1954 - 1958) the range has been 32.8% - 35.6%.

"Membership renewals are continuing at a steady pace. Income from this source totals $45,444. or over $7,000. more than we received in 1957. This sum is 73% of our budget for this item. In the period 1954-58, the range has been 59.9% - 73%.

"In terms of individual and organization members, the renewals of 1958 January members as of March 31 are approximately 5.4% below the 1957 figures. We had 3355 delinquents as of April 1 or 452 more than in 1957. It continues to look encouraging.

"New memberships are low, however, in comparison with 1956 and 1957. Exhibit income is down about $1,300. but we should reach our budget figure in 1958.

"On the expenditure side, we are operating within the budget with the possibleexception of the item for clerical and secretarial staff. Two adjustments in this period had to be made because of health reasons resulting in the use of extra staff. Our expenditures of $29,947. represents 19.1% of our budget of $156,298. In the past five years the range has been 19% - 25.4%.

"The action of the National Budget Committee on our budget hearing was favorable. Its findings on program and budget are as follows:

'In addition to its traditional activities, the Conference plans to emphasize programs of special interest to business and labor people who are dealing with welfare problems on a day-to-day basis. Also a Commission has been created to evaluate its own program and methods of operation. Representatives of the Conference reacted favorably to the suggestion that the subject of the budgeting of national agencies be included in the programs of future forums.

'The Agency's projected expense budget for 1959 of $160,193. is approved as requested. This expense exceeds the 1959 anticipated income by $3,897. The 1959 Forum has been committed to San Francisco, with a resulted increase in expenses. The deficit will be financed from a special reserve fund created over past years with the approval of the National Budget Committee. The Committee warned of the possibility of a decreased income in 1959 resulting in possible curtailment of allocations made to member agencies for travel and Conference expense.' "

VII. Agreement with California Association for Health and Welfare Regarding Payment of Services - 1959 Annual Forum

Problems of local and state sponsorship were reviewed. Because of the distance of San Francisco from the Conference Headquarters and the dependence of the Conference on membership and Annual Forum attenders from California it is essential that some local staff services be secured. It was considered important that the local sponsoring committee be representative of the entire Bay Area and therefore the Officers agreed that the Executive Director of the

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Bay Area Crusade should be asked to convene the local sponsoring committee and to request the Executive Director of the United Community Fund of San Francisco to serve as Secretary.

It was agreed also that the California Association for Health and Welfare should be asked to promote membership and Annual Forum attendance in California. Compensation for these services should be based on reimbursement to the Association for staff services and out-of-pocket expenses.

VIII. Other Business

There was no other business.

IX. Next Meeting of the Executive Committee

There was general agreement that additional time would be needed in Chicago for the report of the Steering Committee - Study Commission on the Future Role of the NCSW. Therefore, the official meetings of the Executive Committee will be held as follows:

Saturday, May 10	9:30 A. M. - 5:00 P. M.
Friday, May 16	7:30 A. M. - 9:00 A. M. (breakfast)

August 7, 1958

NATIONAL CONFERENCE ON SOCIAL WELFARE

EXECUTIVE COMMITTEE

Minutes

Hotel Sherman, Chicago, Illinois
Saturday, May 10, and Friday, May 16, 1958

Attendance

Eveline M. Burns, President
Robert H. MacRae, Second Vice-President
Robert E. Bondy, Third Vice-President
Chester Bower, Secretary
Arch Mandel, Treasurer
Elmer V. Andrews (May 16 only)
Clark W. Blackburn (May 16 only)
Phyllis Burns (May 10 only)
Alton M. Childs
Wilbur J. Cohen
David G. French
Lyman S. Ford
Margaret Hickey (May 10 only)
Victor I. Howery
Clara Kaiser (May 10 only)
Jean Kallenberg (May 16 only)
Mrs. Victor Shaw
Sue Spencer (May 10 only)
Dr. George Stevenson
Howard Thomas (May 10 only)
Anne Wilkens (May 10 only)
Mrs. Savilla M. Simons, Chairman of Committee on NCSW-ICSW Relations (May 10 only)

Staff

Arthur Greenleigh, Consultant (May 10 only)
David Sills, Consultant (May 10 only)

Joe R. Hoffer, Executive Secretary
D. E. Proctor, Asst. Executive Secretary (May 16 only)
Ruth M. Williams, Asst. Executive Secretary (May 16 only)
Mrs. Eula Wyatt, Administrative Officer (May 16 only)
Harold Weiner, Public Relations Consultant

Eveline M. Burns, presiding

Saturday, May 10, 1958

I. Approval - Agenda

The agenda was accepted in the form in which it had been circulated prior to the meeting.

II. Approval - Minutes of November meeting

The minutes of the meeting held on November 22 and 23, 1957 were approved in the form in which they had been distributed. The minutes of the Officers' meeting on April 17 were also approved.

III. Information - Report on administrative developments since March report.

Mr. Hoffer explained that a very brief administrative report had been distributed because a detailed and lengthy one had been prepared only a month earlier for the meeting of the Officers and sent to all members of the Committee.

Discussion of the administrative report centered chiefly on the question of the anticipated Annual Forum attendance. Mr. Hoffer said the hotel reservations had picked up considerably in the last few weeks and were now approximately the same as in 1957, but it was still impossible to predict what the overall registration would be.

Mrs. Burns and Mr. Hoffer commented on a number of matters related to the activities of the coming week: procedure for handling complains of discrimination if any are received; the program for the Wednesday evening General Sessions; plans for the various social functions.

Mrs. Burns announced that Mrs. Ida C. Merriam of the Social Security Administration and Nelson Jackson of the National Urban League had accepted invitations to serve as members-at-large of the Program Committee.

IV. Information - Treasurer's report

Mr. Mandel reported that the Conference budget for 1959 had been submitted to the National Budget Committee in March, at a hearing which he, Dr. Stevenson and the Executive Secretary attended. Mrs. Burns had been unable to be present because of her hospitalization. The Committee's response to the budget had in general been favorable, with the questions mainly about the provisions for meeting a possible decline in income next year as a result of the recession.

The Executive Secretary reported that membership renewals under the new scale of dues were holding up very well. While the 1958 budget had been based on an anticipated loss of 20%, the experience of the first quarter indicates a loss of only 5%. Some members of the Committee expressed the view that perhaps the easiest renewals had been secured during this period and that a slump in renewals would be felt later in the year.

V. Action - Report of Committee on NCSW-ICSW Relations

In introducing Mrs. Savilla Simons, Chairman of the Committee, Mrs. Burns expressed the deep gratitude of the Conference for her willingness to take on this assignment in addition to her own heavy responsibilities. Mrs. Burns reminded the Executive Committee that this special committee had been set up in accordance with the following resolution adopted by the Executive Committee in May, 1957:

> "Believing that there should be a formal statement on the relationship between the NCSW and ICSW with reference to financing and services, the Committee agreed that the President should appoint a committee to

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look into the question of the relationship between the two organizations and, after consultation with the ICSW Officers, present a recommendation on future policy to the Executive Committee."

Prior to presenting the report of the Committee Mrs. Simons called attention to the background document prepared by the staff, including "Notes on the History of the ICSW, with Special Reference to the NCSW," and information concerning the financial relations between the two organizations (see Attachment #2). She called attention to the fact that the NCSW has maintained a direct interest in the International Conference since 1923.

Mrs. Simons went over the report, which appears in Attachment #1, section by section, following which the Executive Committee considered the seven recommendations. It appeared to be the general feeling that it would be desirable to differentiate rather specifically between the "long-term" and "short-term" objectives mentioned in the report. In line with this view, the Executive Committee adopted a motion approving the report, with a statement that in its judgment the whole matter, including the location of the ICSW Secretariat and the question of the total American contribution to the ICSW, should be reviewed at the end of a period of not more than three years.

There was considerable discussion of the recommendation that in the future the National Conference should allocate an amount up to $5,000. a year as its contribution to international social welfare, which would be provided in the NCSW budget and paid to the ICSW in cash, instead of writing off a certain amount of "indirect" charges at the end of each year as has been done in the past. It was agreed that a final decision on how this should be handled would be deferred until November when the Committee would be considering the 1959 budget.

Mr. Hoffer asked the Committee to give special attention to the problem posed for the National Conference by virtue of the fact that the ICSW has been forced, due to unforeseen circumstances, to postpone the 1961 International Conference, thus reducing considerably its anticipated income for 1959-60. The possible alternatives for dealing with this situation are set forth on page 3 of Attachment #1. The Committee considered the questions of what steps it should take in order to be prepared for the possibility that in 1959 additional time of the Executive Secretary and the Assistant Executive Secretary might be available to the NCSW for which money was not available in the tentative budget for 1959 adopted last November. The possibility of the Executive Secretary providing some service to another organization, for which repayment would be received, was discussed at some length.

The Executive Committee reaffirmed that it would not be able to provide a subsidy to the ICSW of more than $5,000. in 1959 or 1960, and decided that, in the light of this, the ICSW should be informed that if it did not have sufficient funds to pay for staff services in 1959 and 1960 at the present level, the NCSW reserved the right to dispose of the staff services in some other way.

Following this it was agreed that the Executive Secretary should explore various possibilities in line with the Committee's discussion with the understanding that if a decision should be required prior to the November meeting of the Committee, the Officers were authorized to act on the matter.

VI. Action - Report of Steering Committee of the Study Commission on the Future Role of NCSW

The Executive Committee was adjourned and the Study Commission convened to hear a report from Mr. French, the chairman, on the study of the future role of the National Conference. He called attention to the summary of the activities of the Steering Committee since November, 1957 when the Commission was established, which appears in Attachment #3.

Mr. French pointed out that the problems confronting the Conference required decisions based as much on desired goals and objectives as on facts that may be revealed by research. He said there had been considerable discussion about immediate issues of programming and scheduling facing the NCSW, which were clearly recognized, and the Steering Committee had concluded that the problem to be attacked in the study was a two-fold one: (1) immediate questions in regard to the Annual Forum programming and related internal matters; and (2) the place of conferencing and the forum function in the field of social welfare.

Mr. French reminded the Commission that when the study was first suggested, it was conceived as a self-study, using task forces made up of Commission members with a minimum of staff or outside assistance. After analysis the Steering committee concluded that a limited self-study could not provide the answers, especially to the major questions about conferences in social welfare, for many reasons. Included among these were the following: (1) many answers depend on what the Associate Groups think and feel; (2) many answers will require factual material which task forces would not be able to collect effectively or economically; (3) there is need for creative thinking and possibly new solutions to some of the problems; and (4) objectivity would be difficult to attain a self-study. Therefore, the Steering Committee felt it was important to have outside research assistance, and Arthur Greenleigh Associates had been asked to make a formal proposal for the study. (See Attachment #4).

Mr. French reported that several foundations had been approached to ascertain whether they would be willing to finance the study, and it was evident that some might be interested in a study of conferencing in social welfare, but probably not in a more limited study of internal National Conference problems. He said that in his view the Conference is faced by a community organization task since the decisions to be made involve other organizations than the NCSW. While it is known that other groups are concerned abou the question, the problem now is to discover the extent of their interest. He recommended that a joint approach to the study be developed.

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Mrs. Burns reviewed the history of this project and said that the major question to be settled appeared to be that of whether the NCSW wished to initiate a study of conferencing, as opposed to the study as originally conceived which would be limited to the National Conference role and function.

There was considerable discussion of the advisability of setting up a study on conferencing, during which comments indicated that the members were favorably disposed to the idea of exploring the possibility of initiating a joint approach to such a study. It was moved, seconded and adopted that the Commission accept the proposal of Mr. French, i. e. that the Conference, because of its primary concern with the forum function, take the initiative and provide the leadership (1) in delineating the problems related to conferencing in the social welfare field, and (2) in involving the other key groups concerned with forum activities to develop a plan for a study under joint auspices of the interested groups. This would include consideration of the feasibility of such a study at this particular time and an assessment of the likelihood of action being taken to implement recommendations that might grow out of such a study.

It was agreed, therefore, that for the coming months priority would be given to securing a grant of perhaps $10,000. - $15,000. which would be used to prepare a well-documented statement on the situation in the social welfare field in relation to the multiplicity of conferences, and to consult with the groups about their interest in assuming some responsibility for the contemplated large-scale study.

The Commission agreed that the fall meeting of the Executive Committee should be considered the deadline for securing a grant for the preliminary work, the assumption being that if it were not forthcoming by then, some form of a self-study would be undertaken. In the discussion the groups referred to, with whom preliminary consultations would be held, were: American Public Welfare Association, Council on Social Work Education, National Association of Social Workers, National Social Welfare Assembly and United Community Funds and Councils of America.

The Commission reaffirmed that in moving ahead to implement this decision the Steering Committee as presently constituted would continue in office.

VII. Action - Problems which may need immediate attention

The Commission then turned its attention to the question of whether there were any problems related to the structure of the Annual Forum which were sufficiently urgent to require immediate attention and action. The Commission had before it an outline of some of the problems which have been raised by Associate Groups and others with suggested solutions, among which was a proposal that the structure of the Annual Forum be modified to permit Associate Groups to conduct institutes on any day during the week, instead of limiting their sessions to Tuesday and Thursday as at present.

There appeared to be some uncertainty as to how much pressure for change was actually being exerted by the Associate Groups, and in view of this the Commission concluded that it would make no formal changes in the pattern of the 1959 Annual Forum at the present time, partly because of the fear of setting an undesirable precedent and partly because there was not sufficient time at this meeting to consider the implications of such changes.

There was agreement, however, that the Conference should be flexible in this matter and the Steering Committee should be authorized to consult with organizations raising particular problems. In addition, the Steering Committee was requested to review the four working papers that had been prepared and draw up for the next meeting of the Commission a list of the subjects related to the Annual Forum structure and the internal administration of the Conference which might be studied while the broad study on conferencing was in process.

VIII. Information - NCSW Awards

Mrs. Burns reminded the Executive Committee that Conference Awards, which were to be presented at the Wednesday evening General Session, are to go to Leonard W. Mayo and Congressman John Fogarty of Rhode Island. Mr. Mayo will be present, and Congressman Fogarty hopes to be on hand unless he is held in Washington by business on the floor of the House.

Friday, May 16, 1958

X. Welcome to New Members

On behalf of the Committee, the President welcomed Mr. Blackburn and Miss Kallenberg, the newly elected members who were present. She also expressed the appreciation of the Conference for the service given by the members of the Committee whose terms are expiring this year: Robert E. Bondy, Chester L. Bower, Elmer V. Andrews, Virginia Franks, Anne Wilkens, Lyle Ashby, Alton M. Childs, Eva Hance, and Howard E. Thomas.

XI. Information - Supplementary Financial Report

The Treasurer and the Executive Secretary presented a financial report based on a registration of 5220 (Thursday) at the present Annual Forum. This was nearly 1300 less than the figure of 6500 which had been used in drawing up the 1958 budget. The averages of registration figures for the period 1932-57 given below were presented to the Committee for purposes of comparison:

Range (low)	3167
Quartile 1	4187
Median (quartile 2)	5000
Quartile 3	6000
Range (high)	7205

The range of paid registration was the low of 3167 (1933-Detroit) to the high of 7205 (1941 - Atlantic City) or a difference of 4038.

Mr. Hoffer said that the local IBM Service Bureau had been unable to provide a breakdown of the registration on a geographic basis, so that it was not possible at this stage to determine whether there was an overall reduction in attendance, or whether the reduction was concentrated in either Illinois or the more distant points. This information would be necessary before a judgment could be made about the reasons for the attendance being smaller than anticipated.

The Executive Secretary presented a comparison of the attendance figures with the 1957 figures by types of registration, which showed considerably fewer one-day registrants, as follows:

Type	1957	1958
Members - Sustaining & Contributing	119	48
Members	3193	2678
Students	233	387
Agency delegates	1263	1123
Two-day	505	481
One-day	1197	468
Complimentary (full)	69	23
Other	-	12
TOTALS	6579	5220

In discussing these figures some members expressed the view that perhaps the Conference had "priced itself out of the market," by increasing the one-day registration fee to $5.00.

The Executive Secretary then gave his estimates of income and expenditures for 1958:

Summary of Income & Expenditures (Selected Items)

Item	1958 Budget	1958 Estimate	Difference Between Estimate & Budget (income)
Memberships	$80,723.	$78,706.	-$2,017.
Registrations	37,773.	31,606.	- 6,167.
Other	38,750.	39,648.	898.
TOTAL INCOME	$157,246.	$149,960.	-$7,286.
TOTAL EXPENDITURES	156,298.	156,298.	
Surplus or Deficit	$ 948.	-$ 6,338.	

Mr. Hoffer pointed out that as of the moment the situation was not so serious as might have been expected with the low registration because the membership renewals had been coming in at a higher rate than anticipated. If this continues during the rest of the year and the expenditures are kept within the budgeted figure of $156,298., the deficit, as indicated above, would be approximately $6300.

It was agreed that no action was required at the present time, but that in November the Committee would need to decide how to meet the deficit. In response to a question, Mr. Hoffer said that there was $8975. in the Annual Forum Reserve.

XII. Consideration - Items Arising from the 85th Annual Forum

In calling on Mr. Proctor to report on matters that had come up during the week of the Annual Forum, Mrs. Burns expressed the deep appreciation of the Executive Committee for the excellent work that had been done in managing the Annual Forum. She felt that from the point of view of arrangements, everything had gone more smoothly than usual, and she asked Mr. Proctor to pass this on to the other members of the staff.

Mr. Proctor said that no cases of discrimination had been reported. There had been one theft - a cash box from the exhibit booth of the Family Service Association of America. Two accidents had taken place, one in the Sherman and one in the Morrison. In each case a staff member had immediately gone to the scene, and the hotel employees had been most helpful.

The American Friends Service Committee had charged $1.00 for persons not registered who attended their Tuesday evening meeting which, as in the case of General Sessions admissions, could be applied toward a full registration fee. The Committee had turned $572. over to the Conference from this meeting.

Mr. Proctor thought the Committee might wish to give consideration in the fall to the situation in which the National Association of Training Schools sold memberships at the door of their meetings, which some persons confused with a registration fee. In addition, the Association had had its own badge.

An exhibit committee had been set up this year under the chairmanship of Virginia Speirs of the Child Welfare League. If its report contains any policy recommendations, it will be submitted to the Executive Committee.

It was agreed that letters of appreciation should be written to the Sponsoring Committee, with particular thanks to the special volunteers as well as the regular volunteers, who served as Staff Aides and Door Monitors. The hotels are also to be thanked for their cooperation. Mr. Proctor expressed the view that the internal management of the Morrison left something to be desired, but he said the staff was most helpful.

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There was agreement that the public relations, which had been the responsibility of Community Programs Counselors (Ruth Moore and Robert Levin) had been extremely well handled.

There seemed to be general satisfaction with the content of the program. It was agreed that the dramatic production "Curtain of Silence" had been well worth the investment and had added a great deal to the overall program. The Program Committee should be urged to give even greater attention in the future to cross-fertilization of professions in the broad field of social welfare.

The members of the Committee appeared to favor the idea of focussing all the meetings on a single subject on one day during the Annual Forum. It was suggested that if this were to be repeated, it might be possible to promote one-day registrations for that day more actively than had apparently been done this year.

Mr. Cohen proposed that the Conference should be more aggressive about promoting the attendance of students and encouraging the schools of social work to have pre-Conference and post-Conference sessions for their students. Dr. Stevenson urged that this not be limited to students in schools of social work.

Mr. MacRae reported that the American Public Welfare Association wished to print the presidential address in the July issue of PUBLIC WELFARE and would make reprints available to the Conference at a minimum cost. The staff was instructed to explore this matter and, if possible, work out an arrangement for the publication.

Mr. Hoffer said that Mrs. Moore was going to copyright "Curtain of Silence" following which she would make the script and the recording available at no cost to the Conference for distribution within the social welfare field. She would retain the right to distribute it through other channels. The Committee authorized the staff to proceed with this and develop a plan for distribution which would return some profit to the NCSW.

XIII. Action - Future work program for Study Commission on Future Role of NCSW

Mr. French reported that he had informally discussed the plan for involving other organizations in the study with a number of persons during the week, all of whom responded favorably. He expressed the hope that $10,000. could be secured in the near future in order to get the project started.

XVI. Other business

There was no other business.

XV. Time and place of next meeting

It was agreed that the next meeting of the Committee would be held in Columbus, Ohio on Friday and Saturday, October 31 and November 1, 1958.

Chester Bower
Secretary

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Report to NCSW Executive Committee

The Concern of American Social Welfare with International Social Welfare

In this stage of history American social welfare is inevitably concerned with the international aspects of the field as an inherent and integral part of social welfare. The American social worker as part of his professional education should know something of the development of social welfare in all parts of the world, the distinctive differences in the developments in the United States and also the nature of international social problems and the available structure and organizations to deal with them. This is being recognized in the current Curriculum Study of the Council on Social Work Education.

Since our social institutions had their origins in institutions in older countries, welfare workers in this country need to understand the historical developments in other countries and their effects on institutions in the U. S. Furthermore, in meeting our own social problems in this country we need the benefit of the experience of other countries. There are many developments in other countries about which we should be informed because they can be of direct value to us in developing our own programs. For example, our work in rural areas might be strengthened through the use of the methods employed in the current community development programs in economically underdeveloped countries.

In addition, familiarity with developments abroad is clearly needed because of the key position of the United States in world affairs today, which means that our government must give leadership in the development of social policy with social welfare measures. Since social affairs are closely interrelated with economic and political developments, it is not possible for social welfare to divorce itself from these concerns of our government. Consequently, leaders in the field in this country must be prepared to give guidance to the official agencies in these matters.

The Concern of NCSW

The National Conference on Social Welfare is a means for exchanging ideas among all types of social welfare personnel -- professional and lay -- in the U. S. In order to carry out the forum function in this country in our present stage of historical development, the Conference must be interested in the international aspects of social welfare and think in terms of providing forum programs that bring to its members information about comparative social welfare and about international developments in the field.

Channel for NCSW Participation

If we accept the preceding assumptions, the question then arises as to the extent to which the International Conference of Social Work serves as the means for providing the kind of information and international point of view which is desired in the NCSW. In studying the two conferences, one finds that they appear to have the following characteristics in common:

1. The forum function is basic to both.

2. Both accept a broad definition of social welfare, which is able to encompass new programs and techniques for achieving social welfare objectives as they emerge.

3. Both have an inclusive membership, not being limited to professional social workers, but encouraging the participation of all persons interested in the broad field of social welfare.

These factors have been responsible for a close relationship between the two organizations from the time of the first suggestion that an International Conference should be established, which was put forth by Dr. Rene Sand at the 50th Annual Meeting of the NCSW in 1923. Since then the NCSW has recognized the common purposes and interests of the two bodies and has considered the ICSW program and activities as a concrete and identifiable means for the National Conference to benefit from and make its contribution to international social welfare. In 1930 the NCSW Executive Committee expressed this point of view in a statement which concluded that "the common purposes of the two bodies — national and international — make cooperation a natural course."

Effectiveness of Present Arrangements

The sharing of the Secretariat by the two conferences began in 1946, when Howard Knight was named Secretary General of ICSW, an action at which the NCSW Executive Committee expressed gratification. Joe R. Hoffer became Secretary General in 1948 at the time of his appointment as Executive Secretary of the National Conference, which means that nearly ten years have been completed under the present arrangement.

In the view of this Committee, the quality of leadership given by the NCSW staff has been strengthened by its direct participation in the International Conference. It is our understanding that the staff believe that in the past ten years there have been only two occasions when there was a conflict of interests involving use of staff time. A question has been raised, however, as to whether the division of the time of two persons between two organizations does not inevitably mean a loss of effectiveness. On the other hand, the Committee considers that this disadvantage is at least to some extent offset by the value to the National Conference of the direct relationship with the international organization in the same field.

The Committee recognizes that the present arrangement may interfere with the freedom of the officers, especially the President, in planning for work with the staff and therefore particularly careful planning is required by both officers and the staff in order to meet the pressures involved in an annual conference whose officers serve for terms of only one year.

The more serious consideration is that the present arrangement sets a limit on the operations of the National Conference at their present level, preventing possible expansion and new activities, such as special fund raising. Therefore, even though the arrangement has proved a good one during the first post-war period, it is likely that for a long-term basis it would be desirable to plan for full-time staff for the National Conference. The urgency of taking steps in this direction depends, of course, upon the importance which the Executive Committee attaches to the undertaking of additional activities by the NCSW. The basic policy question of the function and scope of the Conference has a very important bearing on the relative desirability of working with the international organization and of expanding other activities in this country. Therefore, this Committee would suggest that an effort be made to clarify the major functions of the National Conference that should receive priority in staffing and financing and if there is agreement that it is desirable for the Conference to have full-time staff, that immediate steps be taken to plan toward achieving this objective.

The basic principle in the financial relationship between the two organizations is that the NCSW underwrites the ongoing expenses of the ICSW Headquarters office in the United States. At the end of the year an accounting is made, and funds are transferred from the ICSW to the NCSW to cover the ICSW share of these items. Over the years there has in general been an upward trend with the amount varying from approximately $9,000 to $15,000 annually. Certain "indirect" charges which it has been impossible to allocate to either organization on an exact basis have been assumed by the NCSW and regarded as its contribution to international social welfare. This amount, which has been limited by Executive Committee decision to $5,000, has varied between $1,511 and $4,750.

The present arrangement has two important financial implications for the NCSW which the Executive Committee needs to be fully aware of. One is that if at any time ICSW income does not come up to expectations, funds would not be available to repay the NCSW. In effect, therefore, the NCSW is underwriting the total International Conference operation. The second relates to possible reallocation of staff time, which could become a problem as a result of the fact that due to unforeseen circumstances the ICSW Executive Committee was forced to postpone the Tenth International Conference until 1961, thus reducing the anticipated ICSW income for 1959-60. Two alternative ways of dealing with it appear possible.

1. The ICSW can continue to operate at its present level on the understanding that if it is unable to make full repayment to the NCSW for 1959 or 1960, it will do so from the income from registration fees in 1961, when an unusually large Conference attendance is anticipated.

2. The ICSW can curtail its operations in 1959 and 1960 by reducing the amount of staff time spent on ICSW business. This would release a certain amount of the time of the Executive Secretary and the Assistant Executive Secretary for NCSW work, but it would mean that the NCSW would have to find a way to pay for this additional service.

Effect on International Character of ICSW

A philosophy of genuine internationalism would imply that the Secretariat of the International Conference should not be permanently located in one country or its membership dominated by the nationals of any country. It may be, therefore, that the International Conference will wish to consider how long it believes the present arrangement should be maintained.

American social welfare has a genuine interest in building a strong International Conference and ensuring that it is truly international in nature. Consequently, the Committee believes that the ICSW should be in a position where it could decide the question of the location and composition of its Secretariat on the basis of an objective consideration of all the factors that might be involved, e.g. the desirability of rotating the Secretariat, the possibility of having the Secretariat in a centrally located spot from the point of view of the largest number of National Committees, and the most economical use of available resources.

If the ICSW were to move its Headquarters to some other country, it would still have to find a way to carry out its consultative function at the United Nations in New York unless it were decided to give up its status with UN.

Long-Term Objective

The Committee believes that not only the National Conference but also the International Conference should give attention to its future and the need to

obtain more adequate financial resources. The Committee considers that the basic long term financial objective of the ICSW should be to secure sufficient funds so that it can freely and democratically reach a decision about the location and personnel of its Secretariat without this being dictated by immediate financial considerations. This conclusion implies that there will be additional financial support from the United States as well as other countries. In any effort to secure such support the Committee assumes that the National Conference, through provision in its own budget and in other ways, would wish to carry its fair share as a major American national social welfare organization, whether or not the two organizations share staff and facilities as at present.

Practical Considerations in Present Situations

This Committee feels that with the resources currently available to the two organizations the present arrangement should be continued for the time being as long as it is satisfactory to the ICSW and the NCSW, namely that the two conferences will continue to share staff and office facilities and the National Conference will continue to provide a subsidy to the ICSW at approximately the same level as in the past. This implies the need for key staff members to balance the interests of both organizations, and, for the time being at least, if there is a question of priorities which the staff cannot resolve, first priority would continue to be given to National Conference matters.

The Committee suggests one immediate modification and that is to change the financial reporting so that the cash contribution made each year by the NCSW (in the form of services by the NCSW staff on ICSW business for which no repayment is received) will be reported as part of the total U. S. contribution to the ICSW and added to the U. S. quota. This would give to ourselves and to the world a more realistic picture of the U. S. contribution, thus perhaps encouraging larger contributions from other countries.

The committee suggests that the NCSW Executive Committee consider regularizing the financial arrangement by allocating a certain amount (presumably $5,000.) in each year's budget as its contribution to international social welfare, rather than "writing off" an amount at the end of the year. This would be paid to the ICSW at the beginning of the year.

Implications for NCSW

The National Conference needs to give immediate consideration to the implications for its program and finances if the ICSW Secretariat should be moved at some future date. At the present time the expenses of the New York office are shared by the two organizations. The major NCSW functions performed in this office are: the provision of service to the Program Committee; liaison with the Associate Groups, most of which are located in New York, including staff service to the Committee on Combined Associate Group Meetings; staff service to the Committee on Audio-Visual Aids.

As indicated earlier, funds are not available in the present budget to pay for the full-time services of the Executive Secretary and the Assistant Executive Secretary and support the New York office. The staff estimates that between $8700 and $9700 would be needed annually to continue the present staff for full-time work with NCSW and the two offices without the income now received from the ICSW.

In the absence of additional funds in this amount, the Executive Committee would have to make some important decisions, including whether or not to combine the two NCSW offices.

Conclusions and Recommendations

On the basis of a review of all the facts in the present situation, the Committee submits the following conclusions and recommendations:

1. The membership of the NCSW should be more aware of the importance to them of international social welfare and of the principles underlying the close relationship between the NCSW and the ICSW, including the values that have accrued to the NCSW from the sharing of staff because of the common program content and the common function of the two organizations. Such an awareness is essential as a basis for working toward the goal of more adequate financing for the ICSW. Therefore, it is recommended that these principles receive attention in the Conference Bulletin and annual meetings of NCSW members and through circulation of this Committee's report and discussion.

2. The Committee hopes that the NCSW Study Commission in considering the subject matter of the Annual Forum will pay particular attention to ways and means of ensuring that adequate emphasis is given to the international aspects of social welfare in NCSW program planning. This is particularly important since international topics are not generally dealt with in the conference programs of other national social welfare organizations. In addition, it would be desirable for the Commission to make provision for adequate program time for the U. S. Committee of the ICSW.

3. The goals of the National Conference in regard to its relationship with the ICSW should be: (1) to build a widespread understanding of the desirability of the adequate financing of the ICSW so that it can be free to decide on the best location and personnel for its Secretariat; and (2) to ensure adequate financing of its own program so that it would not be jeopardized by a separation of the two organizations.

4. In the present situation the Committee recommends continuance of the arrangements relating to the common use of personnel now in effect, at the same time urging that efforts be made to ensure more adequate provision for staffing both organizations.

5. The budgetary procedures should be modified to reflect the full contribution up to $5,000 being made to the ICSW by the NCSW and this should be reported as part of the overall U. S. contribution to the ICSW with a matching increase in the U. S. quota. The Committee recommends that the Executive Committee consider, as suggested earlier, making a regular appropriation of the full amount of $5,000 to the ICSW in each year's budget, instead of "writing off" an amount at the end of the year.

6. It is recommended that the Executive Committee forward this report to the U. S. Committee of the ICSW, calling its attention especially to the statement on long-term objectives and to the preceding recommendations.

7. Finally, it is recommended that the Executive Committee forward the report to the ICS, with a request for its critical appraisal of the statements on policy and its comments.

Savilla M. Simons, Chairman
Robert E. Bondy
Eveline M. Burns, ex officio
Melvin A. Glasser
Margaret Hickey
Jane M. Hoey
John McDowell
Arch Mandel
Charles I. Schottland
Dr. George Stevenson

November 20, 1971

Notes on the History of the ICSW with Special Reference to the Role of the NCSW

First International Conference

The idea of holding an international conference of social work was first proposed formally by Dr. Rene Sand, the executive secretary of the League of Red Cross Societies, at the business session of the National Conference in Washington in May, 1923. The minutes contain the following motion, which was adopted by the NCSW.

> "It is the opinion of the Executive Committee that the suggestion received through Dr. Rene Sand regarding the organization of an International Conference of Social Work is an interesting and important one; that the incoming President is authorized to appoint a committee with power to participate in formulating plans for such a conference without committing the Conference to any financial responsibility unless special funds be available therefore; or the Executive Committee shall so authorize by a two-thirds vote; and that the incoming President and Executive Committee are authorized to take such further steps in relation to the conference as may seem to them advisable from time to time, subject to the same financial condition."

By the time of the 1924 Annual Meeting, the NCSW had appointed a committee on the International Conference, which made the following recommendation which was adopted by the business session:

> "The Committee recommends with the approval of the Executive Committee that the NCSW cooperate with any international group which is planning to hold an international conference of social work, and that if such a meeting is held a committee be appointed to cooperate with such a group in working out a plan for such an international conference."

The minutes of the business sessions and Executive Committee meetings of the NCSW during 1925, 1926 and 1927 show that the NCSW was taking an active part in preparing for the First International Conference. Specifically, the NCSW:

1. Raised over $1,000 by solicitation among NCSW members, which was contributed to the ICSW;

2. Assisted in securing funds from American foundations to help meet the expenses of the International Conference;

3. Took responsibility for organizing the American delegation, which was set up under a rather complicated formula, according to which various groups named up to ten persons each;

4. Named Howard Knight, the Executive Secretary of the NCSW, as one of its ten delegates and authorized payment of his expenses up to $1,000;

The first International Conference was held in Paris from July 8 to 13, 1928 under the presidency of Alice Masarykova of Czechoslovakia, with Dr. Rene Sand as Secretary General. 2481 persons attended from 42 countries.

Second International Conference

At the closing business meeting of the Paris Conference the Organization Committee was transformed into a Permanent Committee, and the following resolution was adopted:

"Considering the great success of the Conferene and the advantages to be derived from a renewal of the facilities therein offered for information, discussion and the establishment of personal relations. . .

Considering further the impossibility of giving a final form to a permanent organization charged with carrying on the work of the Conference,

Resolves that the Executive Board of the Conference be given full powers to organize another International Conference of Social Work. . .

That the National Committees already formed for the preparation of this Conference be invited to place their organization on a permanent basis."

In 1930 the NCSW Executive Committee evaluated the participation of NCSW in the International Conference and concluded that "the common purposes of the two bodies - national and international - make cooperation a natural course." In the light of the Paris resolution, the Executive Committee voted to establish a committee to carry on the functions of a National Committee, including the raising of funds in the U.S. for a direct appropriation to the ICSW. In the summer of 1931 the services of the Executive Secretary were loaned to the ICSW for a two-month period to assist with the preparations for the 1932 Conference, the NCSW paying his expenses for his trip to Germany.

The Second International Conference took place in Frankfurt/Main from July 10 to 14, 1932. Miss Masarykova had continued as Chairman of the Permanent Committee, and Miss Mary VanKleeck of the U.S. was elected President of the Conference at the opening session. 1200 persons from 35 countries were present. The NCSW Executive Secretary was one of the more than 100 U.S. delegates.

In the Permanent Committee meeting at Frankfurt there was discussion of the desirability of giving a more "stable character" to the contacts between National Committees in the four-year intervals between Conferences, and the National Committees were encouraged to recruit ICSW members in their own countries.

When the NCSW financial accounting was completed following the Second Conference, it appeared that in paying the U.S. quota to the ICSW and sending the Executive Secretary to Europe in 1931 the Conference had incurred a deficit of approximately $1300 which was not covered by income from ICSW memberships and/or contributions. In 1933 the NCSW Executive Committee voted to absorb this deficit in the regular NCSW budget.

Third International Conference

Dr. Sand was elected President of the Conference to replace Miss Masarykova in 1933. In 1935 the NCSW Executive Committee authorized the Executive Secretary to attend the next meeting of the Executive Board of the ICSW to discuss plans for the 1936 Conference and matters having to do with the organization and financing of National Committees.

The National Conference continued to assume responsibility for U.S. participation in the Third Conference, which took place from July 12 to 18, 1936 in London. 1400 delegates were present from 30 countries, approximately 300 of them coming from the United States. The Executive Secretary was a member of the U.S. delegation.

Mr. Alexander Farquharson of the United Kingdom had been named Secretary General for this Conference and continued that office afterwards.

Fourth International Conference (1940)

In 1937 it was decided to hold the Fourth Conference in Belgium in 1940. The last meeting of the Executive Board of the ICSW prior to World War II was in December, 1938, with no one from the U.S. in attendance.

Post-War

Beginning in late 1943 the files of the NCSW contain copies of correspondence between Mr. Knight and Mr. Farquharson, and later between Mr. Knight and Dr. Sand, concerning re-establishment of the ICSW when the war ended. A meeting to discuss this was finally arranged in London late in 1945, which Mr. Knight had expected to attend. At the last moment he was prevented from doing so by transportation difficulties.

In August 1946 a preparatory conference was held in Brussels to consider future plans, which the NCSW Executive Secretary attended. 75 persons were present from 15 countries. The preparatory conference authorized Dr. Sand to appoint a new Executive Board to function until 1948. Dr. Sand reported that Mr. Farquharson had resigned as Secretary General, and in selecting the new Board he named Mr. Knight as Secretary General.

The minutes of the meeting of the NCSW Executive Committee on October 18, 1946 state that "the Executive Committee voted to express gratification of the Committee upon the election of Mr. Knight as Secretary General of the International Conference of Social Work." There is nothing in the minutes of either organization to indicate that any financial or administrative arrangements were considered at that time.

In September 1947 a Special International Conference on Urgent Social Problems in the War-Stricken Areas of Europe was held in the Hague. At that time the Executive Board decided that the Fourth International Conference should be in the United States in conjunction with the 75th Annual Meeting of the NCSW. No minutes of the 1947 meeting of the Executive Board were prepared, since Mr. Knight died almost immediately upon his return from Europe.

On November 1, 1947 Joseph P. Anderson was named Acting Secretary General of the ICSW by Dr. Sand.

The Fourth International Conference was held in Atlantic City from April 17 to 21, 1948 just preceding and during the Annual Meeting of NCSW. ICSW business meetings took place in New York City on April 24 and 25. Representatives of 46 countries took part in the sessions.

ICSW Bulletin No. 5 dated May 6, 1948 (one of series of mimeographed bulletins issued while Mr. Anderson was Acting Secretary General) announced the appointment of Joe R. Hoffer as Executive Secretary of the NCSW and said "in accordance with action taken at the business meetings of the ICSW, he will be invited to serve as Secretary General of the ICSW."